

Statement of Objectives (SOO)

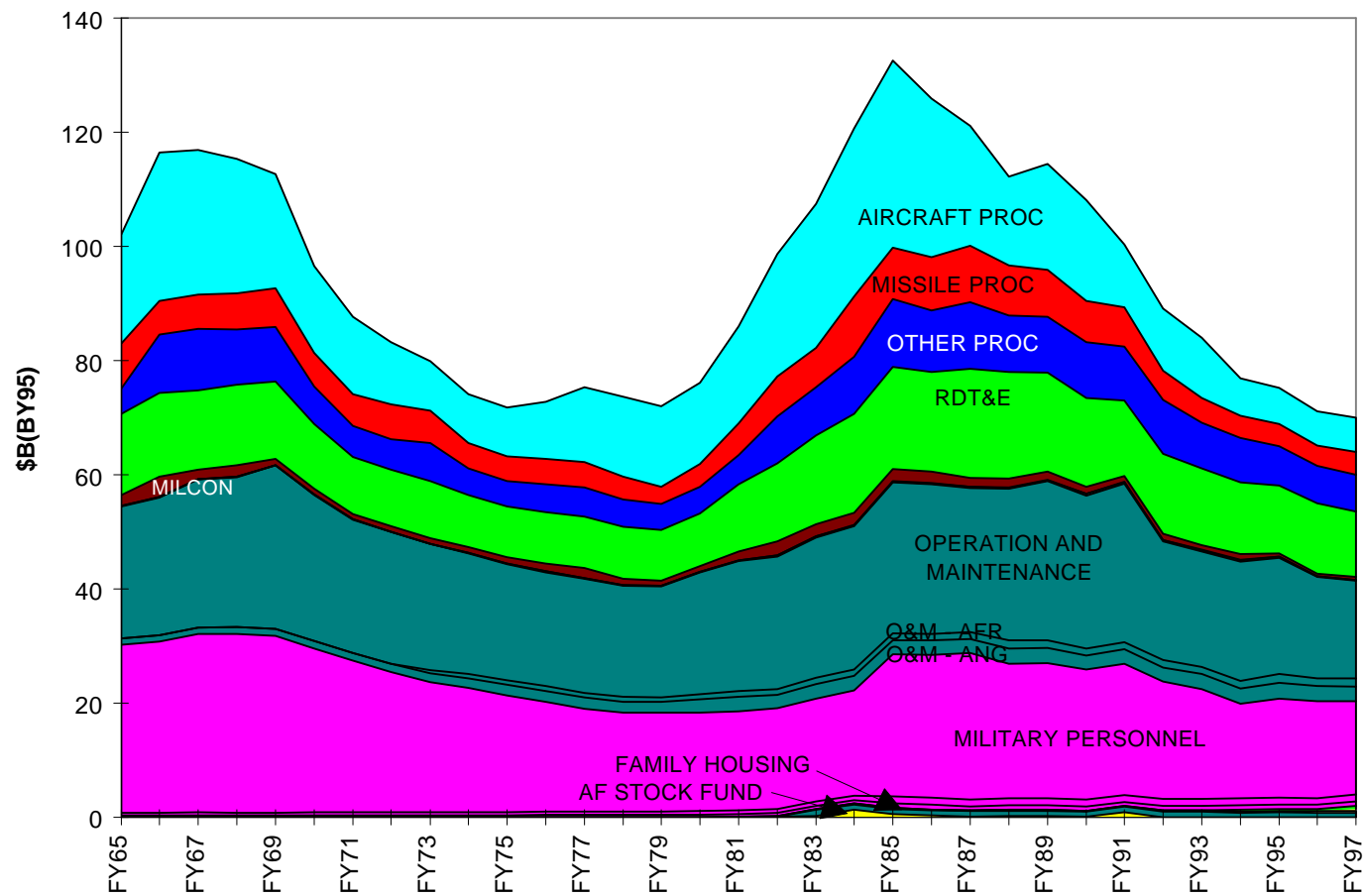


Overview

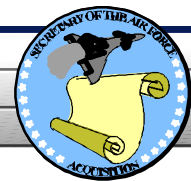
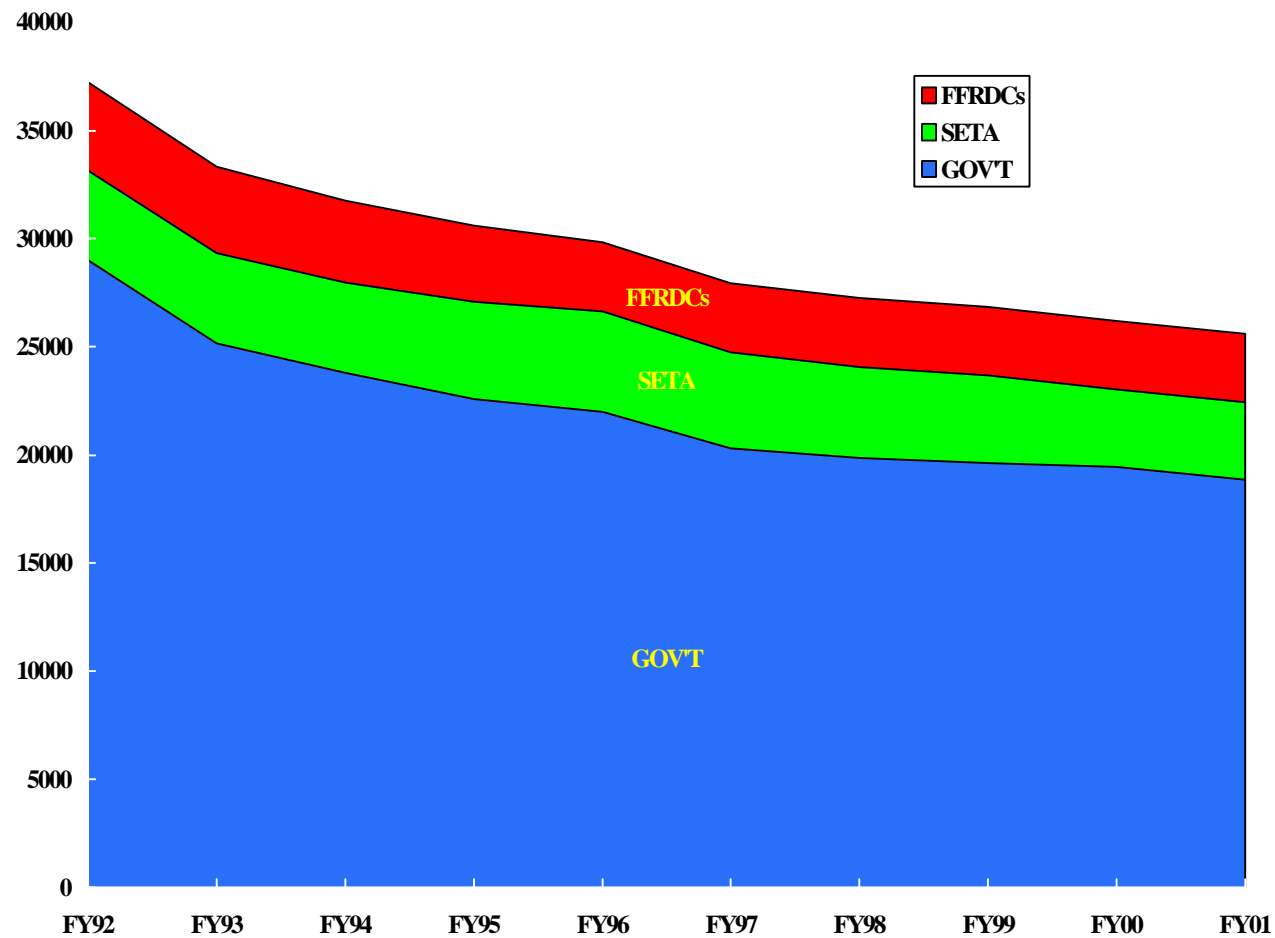
- New reality
- Change to performance based management
- Statement of Objective
- Summary



AF Historical TOA

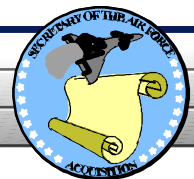


ACQUISITION WORKFORCE



How do we close the modernization budget gap?

- Change tasking—aka BUR Round 2
- Infrastructure reduction—BRAC, privatization
- Eliminating Duplication—Joint Warfighter Assessments (JWCA), CORM
- **Process Improvement—Acq Reform**



Acquisition Reform

Specs & Stds
IPD
CAIV
Perf Based Contracts
Past Perf
SAMP
DoD 5000
SOO
CDRL Reduction
Commercial Pref

Better
Faster
Cheaper

Improved Acq Strategies
Effective Risk Mgt
Minimum Oversight



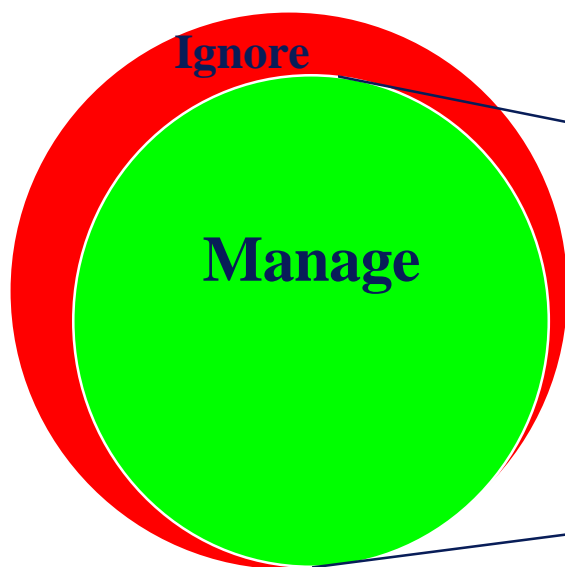
Common Theme

- Change what we do--don't just work harder
- Value added activities only
- Focus on what is really important

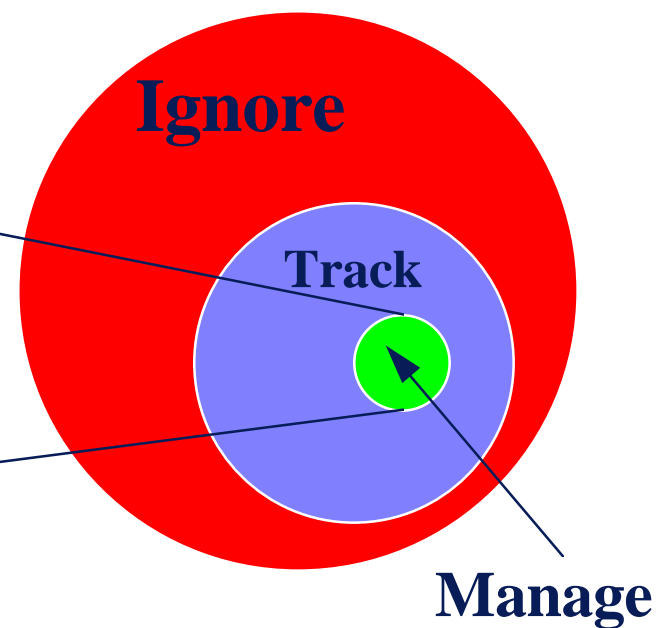


From Oversight to Insight

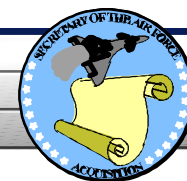
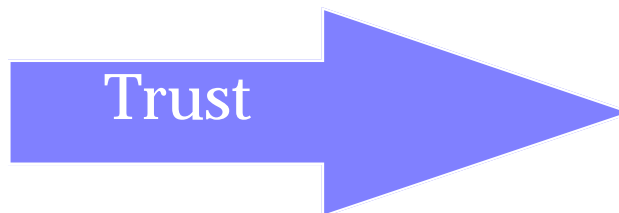
Where we've been:



Where we're going:



Work Reduction



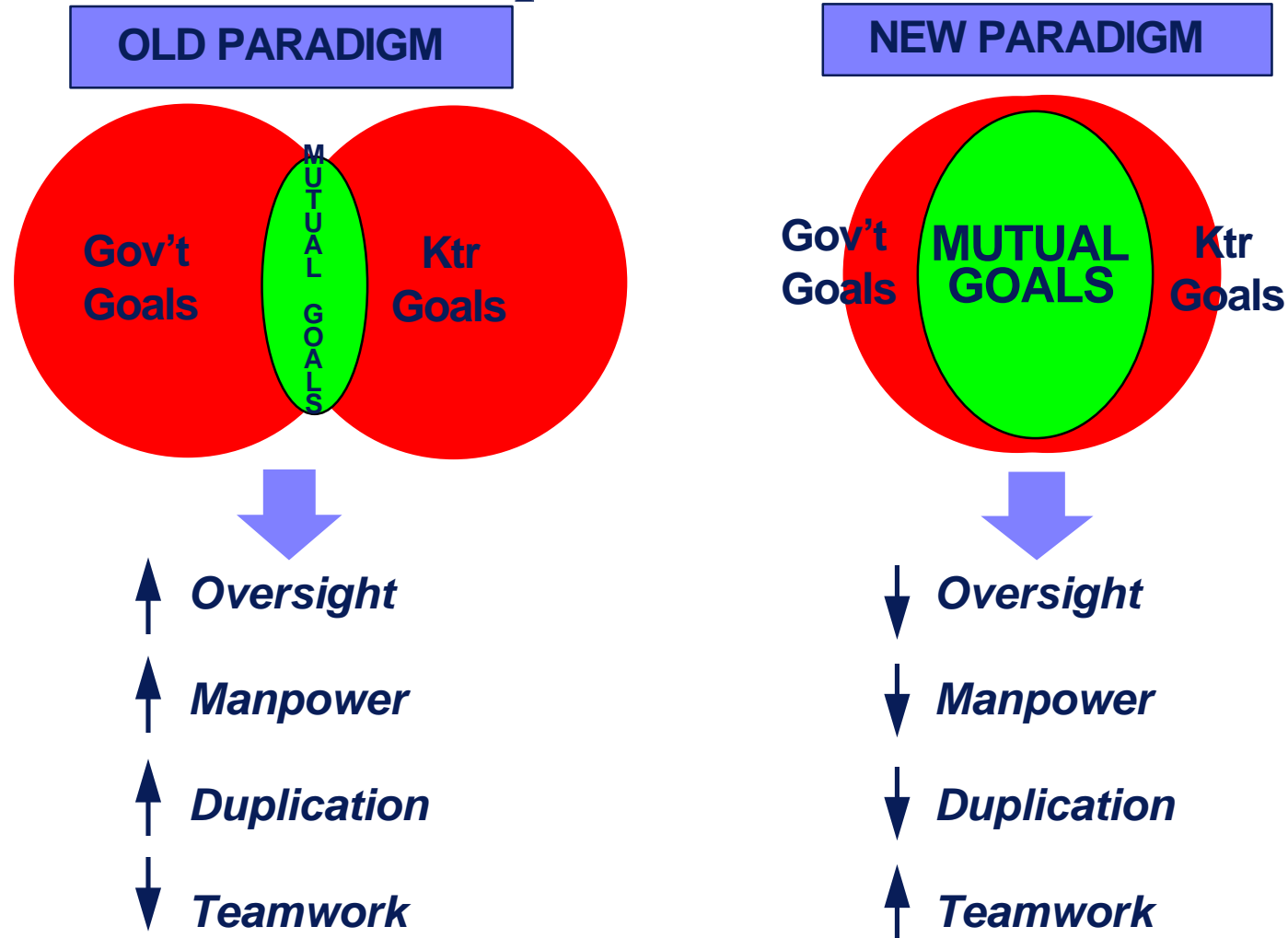
Some Fundamental New Truths

- Gov't can ID risks to program objectives (performance, technology, etc)
- Offerors can identify their best program plan and implementation risk
- Program plans and risk will vary among offerors--not all created equal
- Gov't should seek best value program



Minimum Oversight & Review

Concept of Mutual Goals

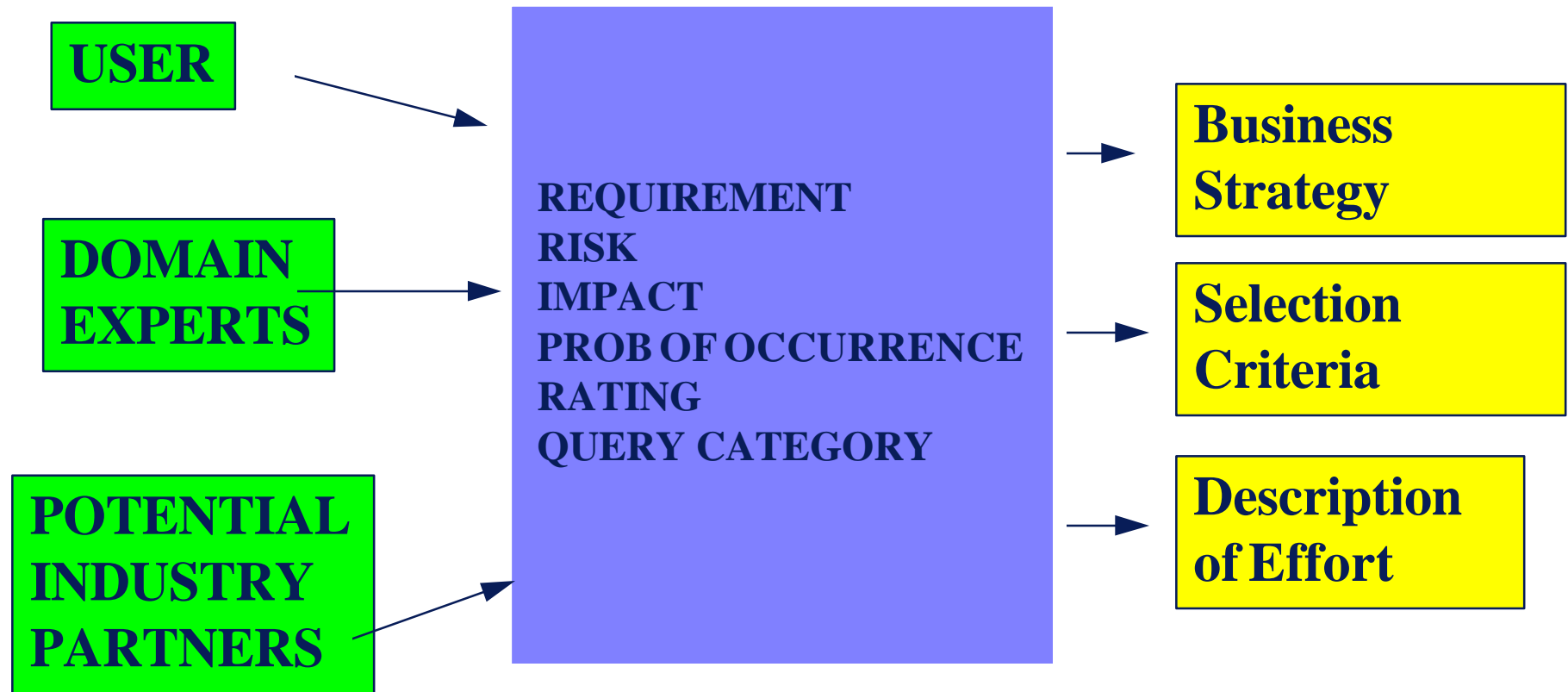


How Do We Identify Mutual Goals

- Risk Identification
- Team Strategy (User/SPO/Contractor)
- Clear Communication
- Open Dialogue
- Air Force Centralized RFP Support



Risk Matrix Development

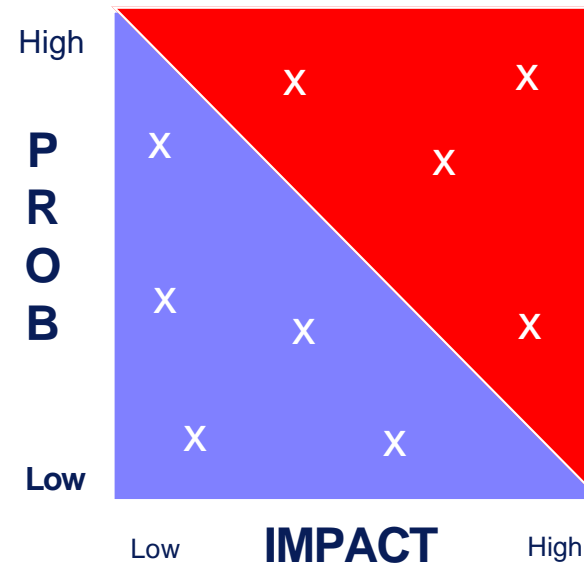


Risk Driven Strategy

RISK MATRIX		
RQMT	RISK	IMPACT
Technical Risks		

Programmatic Risks		

Business Risks		



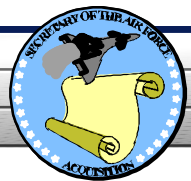
● Acquisition Strategy

- RFP Content (SOO)
- Selection Criteria (L & M)
- Incentives (Contract type)
- Post Award Mgt Concept



Statement of Objectives (SOO)

- Top level objectives only
- Short (1 - 2 pages)
- Offers flexibility
- Government may offer contractor opportunity to participate in writing the SOO



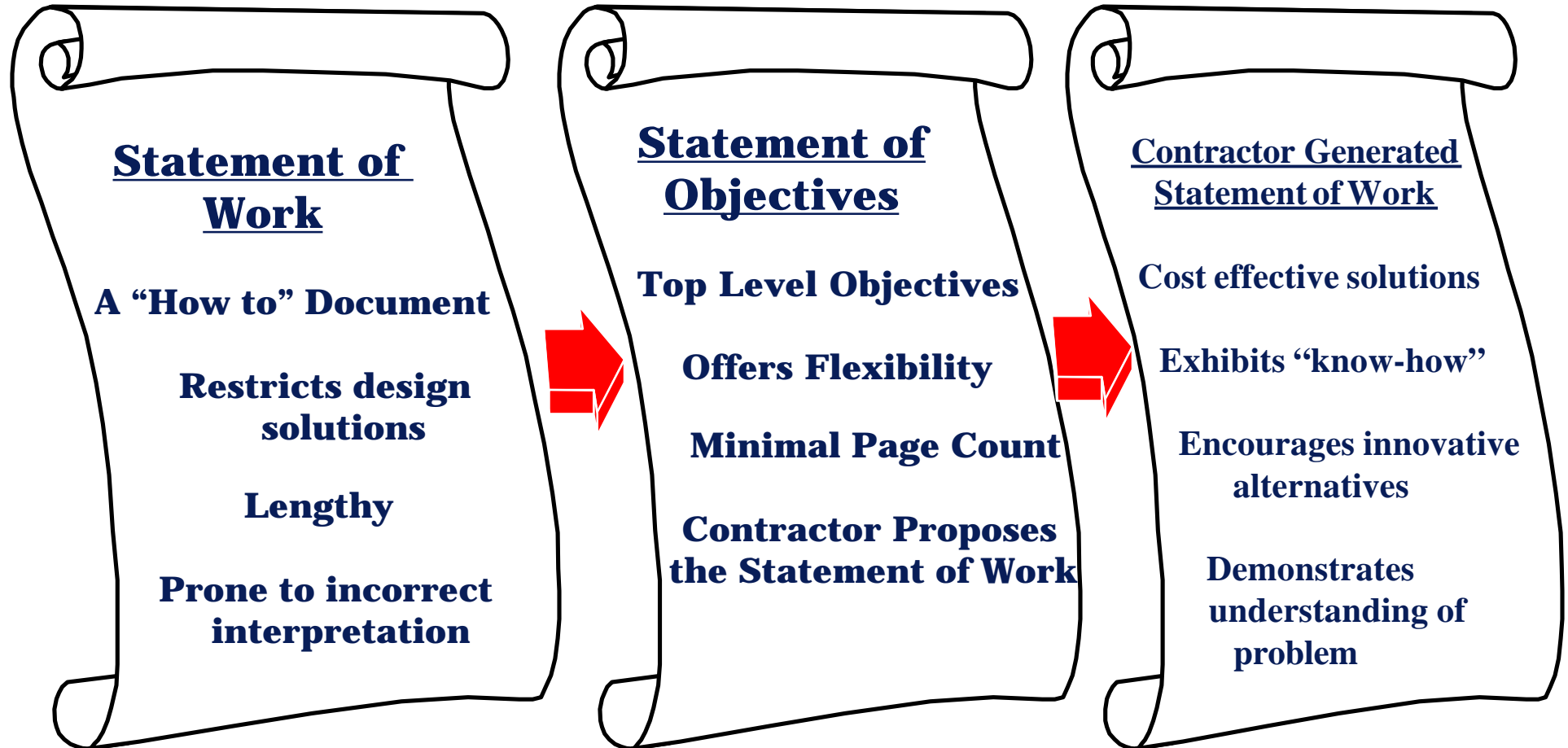
Statement of Objectives

- Implements performance based management approach
- Identifies program objectives based on risk assessment
- Offerors respond with SOW, CDRL, IMS, and IMP

Not a different format for functional inputs



The SOO and Contractor Generated Statements of Work (SOW)



Industry Response to SOO

- Write your own contract
- Reflect your own unique program plan
 - Milestone events for event based schedule
 - Customer insight opportunities
 - Formal review/approval events
- But, respect the government's unique customer role
 - We can't just sign a contract and wait until the end



Some Guidelines

- Don't propose an "old style" SOW--if it looks the same, we've failed
- Focus on implementation risk as it relates to SOO
- Up-front communication with the Program Office is VITAL!



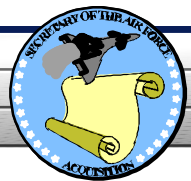
Example of Old Thinking

- Critical Design Review: 18 MAC the contractor shall conduct a CDR IAW MIL-STD-1521 Appendix X. The CDR shall be at the contractor's facility and shall last for 5 days.



Example of Old Thinking (2)

- The contractor shall perform testing IAW MIL-STD-810D Methods X.X through Method X.Y, and Method Z.X through Z.Y.



New Thinking

JAST Example

- The JAST program focus is on affordable tactical strike weapon systems for the USN, USAF, USMC and RAF. The principal objectives for the JAST Concept Demonstration Phase leading to DoD Milestone II review are:
 - (1) demonstrate those critical technologies, processes, and system characteristics that risk assessments have shown are necessary to enter EMD with acceptable risk
 - (2) define a Tri-Service Preferred Weapon Concept (PWSC) using performance based acquisition tenets (Mil-Prime and CAID) as the performance requirements for EMD
 - (3) develop and implement streamlined internal management and control processes that contribute to lower cost.



New Thinking (2)

EELV Example

- EMD Part 1
 - Develop the EELV system design to a critical design review level
 - Verify producibility and production process control
- EMD Part 2
 - Complete two Medium Lift Variant and one Heavy Lift Variant Flights



SOO Impacts

- Changes source selection
 - Evaluators can't look for the “same ol' thing”
 - Risk focus replaces detailed process review
- Increases contractor flexibility and responsibility
- Facilitates best value awards



Footstomper Slide

- Communicate and iterate
- Be innovative
- Demonstrate/Search for best value
- Focus on your execution risk



Summary

- SOO is a tool to best match contractor capabilities with government needs
- Done correctly, results in innovative, streamlined contracts
- Upfront coordination will prevent a proposal “misfire”
- “Try It!”

